

CLOSE THE GENDER GAP

# SECTOR SCORECARD

## CAPITAL GOODS SECTOR

Analysis of NSE listed companies based on  
FY 2022-23 Annual Reports

## KEY HIGHLIGHTS AND RECOMMENDATIONS



# 293

companies listed in the National Stock Exchange in FY 2022-23. Most of the companies have a total employee range of 500 to 2000 employees.



# 683,072

workforce employed by the NSE listed capital goods sector companies



# 6%

overall women representation in the Capital Goods sector with higher representation at the employee level (7%) than the worker level (6%)

The capital goods sector, like many other manufacturing sectors, has lower female representation. Women comprise ~31% of the manufacturing workforce worldwide (Global Gender Gap Report 2023), whereas in India, it's only around 20% (Annual Survey of Industries 2019-20)



Several leading companies in the capital goods sector, that have high representation of women in the workforce or women leaders, have distinctive initiatives worth highlighting:

**Tata Hitachi** has implemented a comprehensive approach to support gender diversity, including workplace amenities assessments, safe accommodation and transport arrangements, gender sensitization training, regular feedback sessions with women employees, and mentorship by senior women officers for junior female employees.

Under its 'Renew: Career Re-entry for Women' initiative, **Larsen and Toubro** (L&T) is actively seeking to recruit women professionals who have taken career breaks, aiming to advance its diversity agenda and promote equal opportunities within the organization. This initiative underscores L&T's commitment to fostering an inclusive workplace environment that supports the professional growth and development of women returning to the workforce.

**Cummins India**, through its Powers Women program, collaborates with Rise Up, a global non-profit, to drive significant advancements for women and girls. By investing in visionary leaders and innovative solutions, Cummins is actively promoting women's representation and empowerment within the capital goods sector, fostering leadership development and advocating for increased access to education and opportunities for women across India.

### RECOMMENDATIONS FOR THE CAPITAL GOODS SECTOR TO IMPROVE ITS OVERALL GENDER DIVERSITY



To enhance gender diversity in the Capital Goods sector, implementing a structured return-to-work program for second careers and maternity returnees alongside **agile work arrangements, flexible schedules, and progressive leave policies** is recommended. This approach can attract and retain women who prioritize achieving a balance between work and personal life.



To foster greater gender diversity in the Capital Goods sector, establishing partnerships with educational institutions to **develop workshops, bootcamps, and courses** aimed at demystifying tech roles and imparting relevant skills is recommended. Such initiatives can help dispel biases surrounding tech roles and attract more women to pursue careers in the sector.



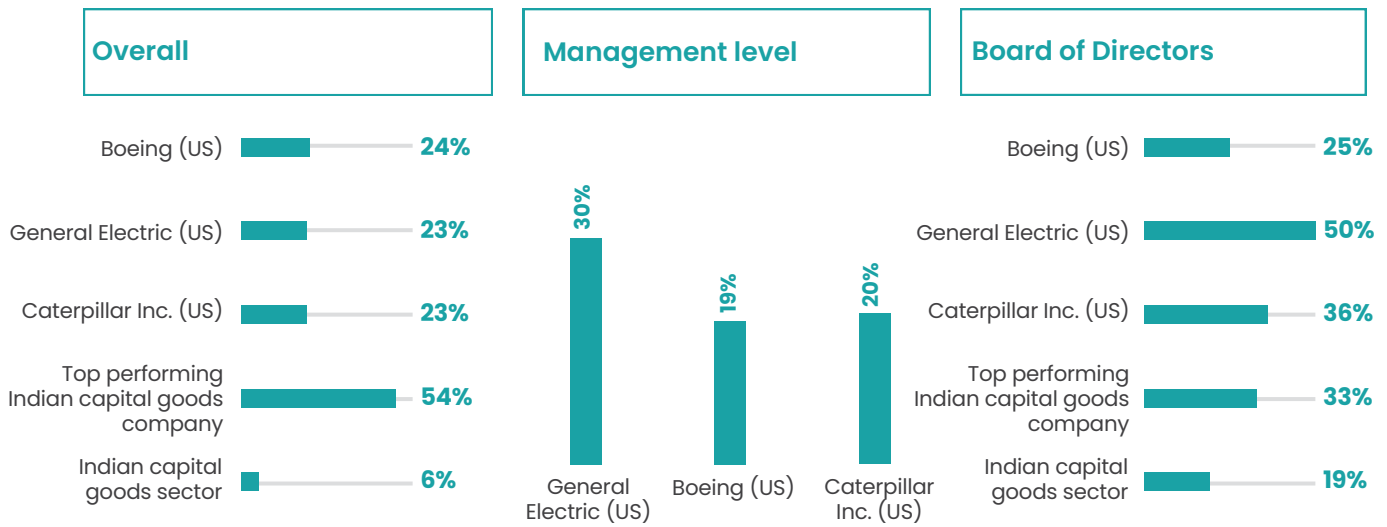
To enhance gender diversity in the Capital Goods sector, it is recommended to conduct **regular discussions on career roadmaps**, offering a clear growth trajectory. Implementing women's development programs and intentional career-pathing aligned with both organizational strategy and individual aspirations to improve the gender ratio effectively is key.

### GLOBAL BEST PRACTICES FOR THE CAPITAL GOODS SECTOR IN INDIA TO EXPLORE

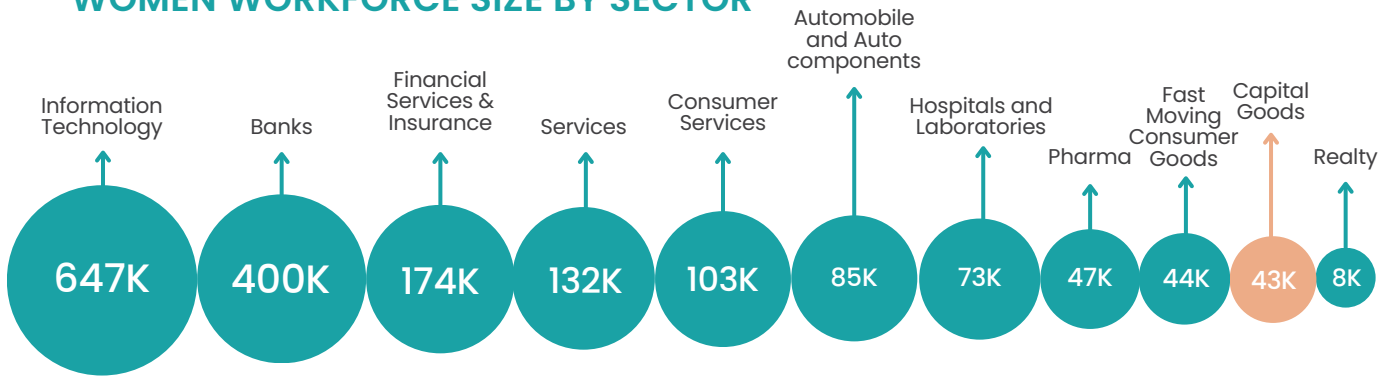
**General Electric** (GE) promotes women's leadership in the capital goods sector through initiatives like the MENA Businesswomen's Network Forum and its Women's Network program, fostering mentorship and career progression opportunities. By emphasizing diversity and empowerment, GE aims to strengthen women's participation in both private and public sectors, contributing to regional economic growth in the Middle East and North Africa.

**Honeywell** has scholarship opportunities for female students for its aerospace business in Phoenix, Arizona. This presents a valuable opportunity to support and empower aspiring female engineers, fostering their growth and development from an early stage.

# WOMEN REPRESENTATION IN TOP GLOBAL CAPITAL GOODS COMPANIES

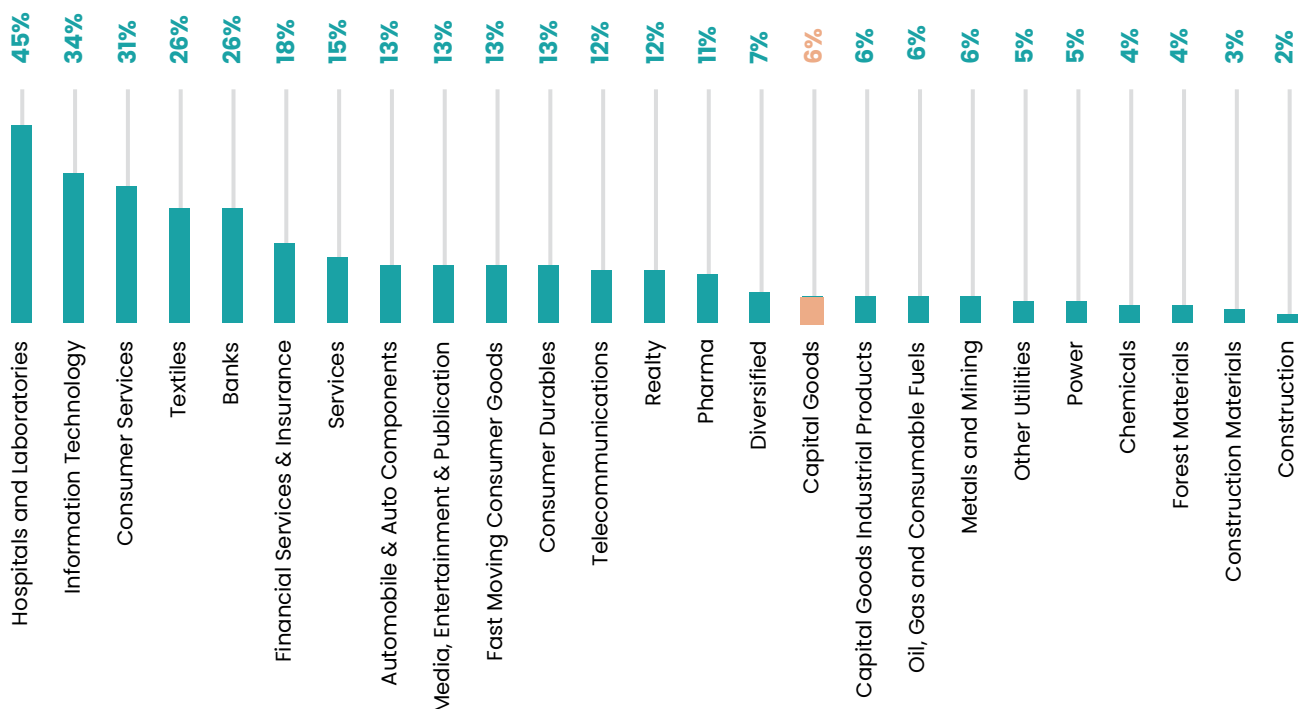


## WOMEN WORKFORCE SIZE BY SECTOR

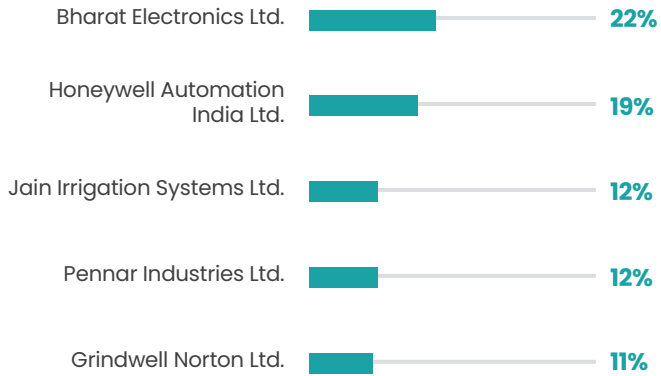


Note: The size of the bubble signifies the size of the women workforce in the sector

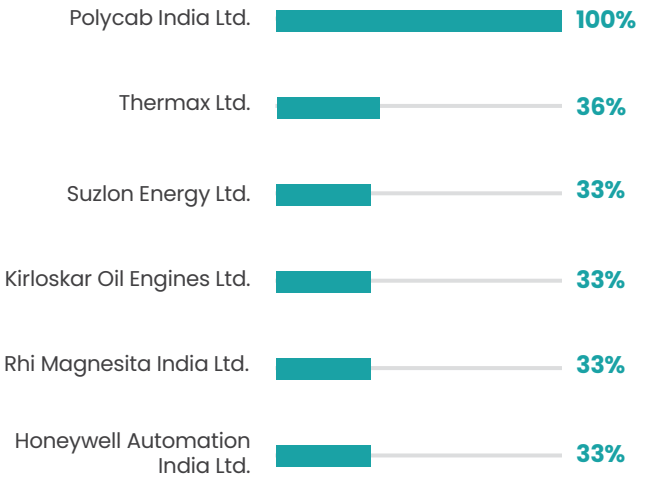
## WOMEN WORKFORCE REPRESENTATION BY SECTOR



## TOP PERFORMERS IN WOMEN WORKFORCE REPRESENTATION\*

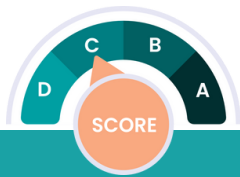


## TOP PERFORMERS IN WOMEN IN KEY MANAGEMENT POSITIONS\*



\*Note: For top performers, the employee size has been restricted to above 2000

## CAPITAL GOODS SECTOR SCORECARD



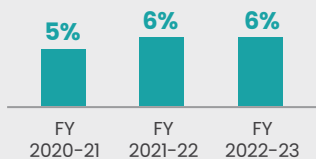
### Employees



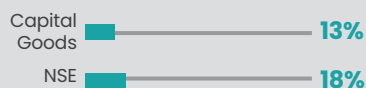
### Workers



### 3 year trend



### Turnover Rate



### Retention Rate



### Return to Work Rate after Parental Leave



### Key Management Positions



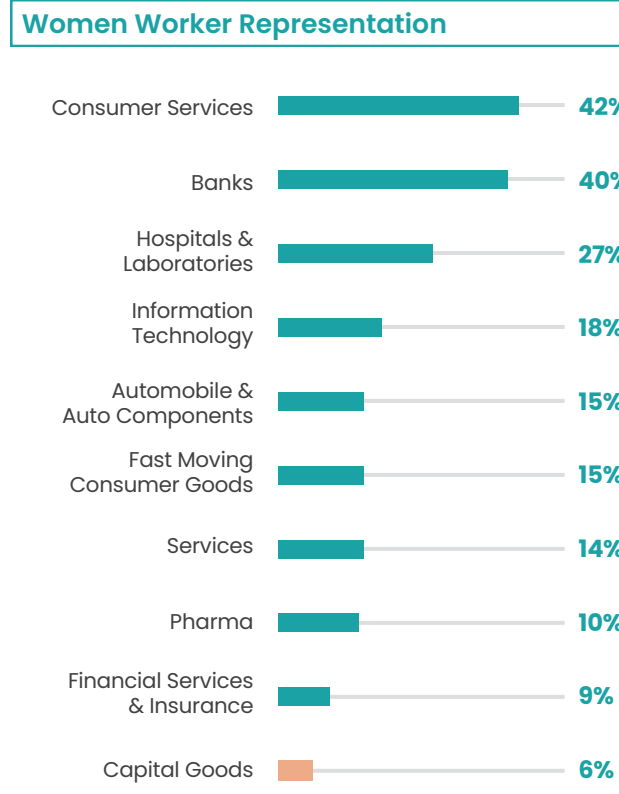
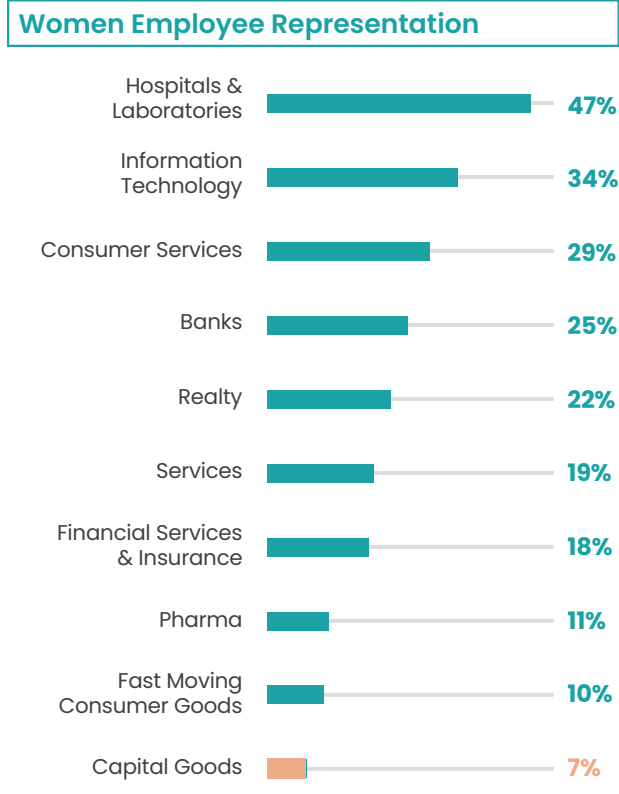
### Board of Directors



# WOMEN REPRESENTATION SCORE



- The Capital Goods sector ranks 17 among the 25 sectors in overall women representation.
- The sector has had a 1 percentage point increase in women representation between 2020 to 2022.



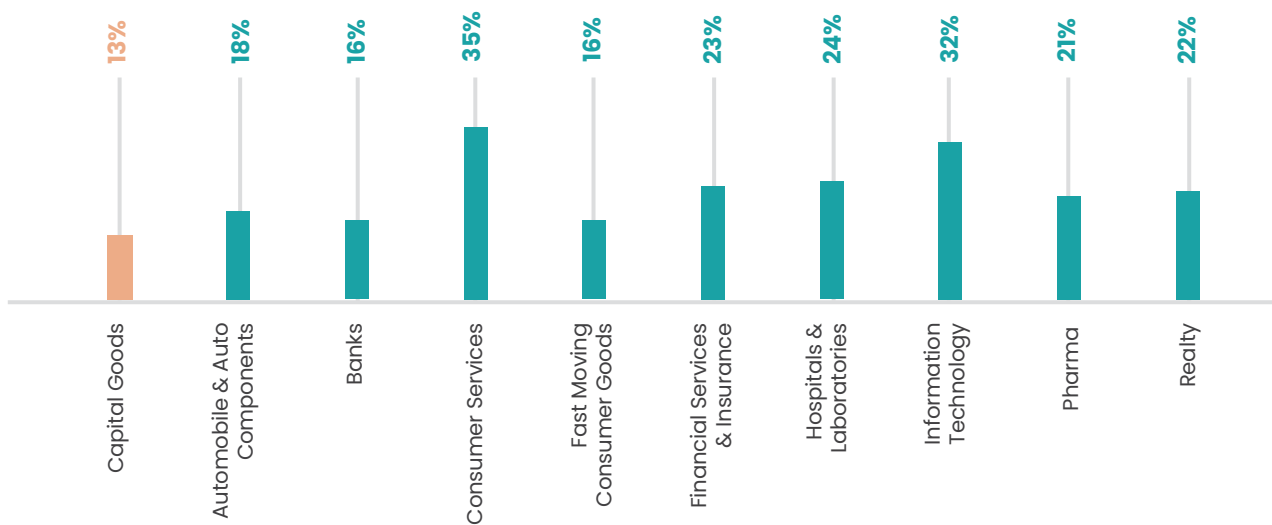
# RETENTION SCORE



The Capital Goods sector has a high return to work rate and average retention rate at 97% and 95% respectively. The turnover rate of this sector is 13%.



### Turnover Rate

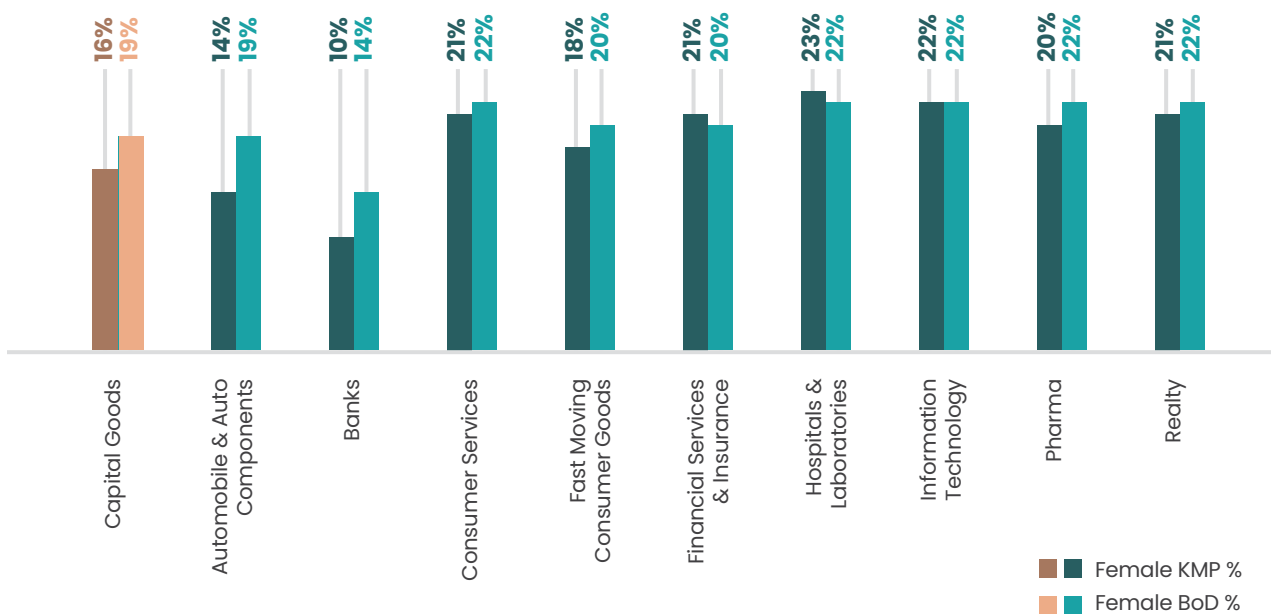


### WOMEN LEADERSHIP SCORE



The representation of female BoD in the Capital Goods sector is lower as compared to other sector averages. 98% of the capital goods sector companies have at least one female BoD as per The Companies Act, 2013.

### Women in Board of Directors (BoD) and Key Management Positions (KMP)



# ANNEXURE

## METHODOLOGY

The sector scorecard is developed based on three categories and eight indicators in total:

Women Representation	Retaining Women	Women in Leadership
<ul style="list-style-type: none"><li>• Women representation at employee level</li><li>• Women representation at worker level</li><li>• Change in women representation over 3 years</li></ul>	<ul style="list-style-type: none"><li>• Turnover rate among women employees</li><li>• Retention rate among women employees after taking parental leave</li><li>• Return to work rate among women employees after taking parental leave</li></ul>	<ul style="list-style-type: none"><li>• Women representation at Key Management Positions level</li><li>• Women representation at Board of Directors level</li></ul>

- Each indicator was sorted in ascending order and scores were assigned such that the higher the indicator value, the higher the score. The exception being the turnover rate indicator which is a negative indicator.
- The category scores were calculated by summing the indicator scores under each category. The category scores were normalised to the range of 0 to 100 to standardize the scores.
- The overall sector score was calculated as the arithmetic mean of the three category scores.
- The overall sector score and the three category scores were divided into quartiles and given ratings of A to D, A being the rating for top quartile and D for the bottom quartile.

## GLOSSARY OF TERMS

**Employee and Worker:** The term “Employee” means, any person (other than an apprentice engaged under the Apprentices Act, 1961), employed on wages by an establishment to do any skilled, semi-skilled or unskilled, manual, operational, supervisory, managerial, administrative, technical or clerical work for hire or reward. Workers does not include anyone who is employed in a supervisory capacity drawing wages exceeding eighteen thousand rupees per month or an amount as may be notified by the Central Government from time to time.

**Permanent and Non permanent Employee/ Worker:** The term “permanent employee or “permanent worker” refers to an employee or worker, employed for full-time or part time work, for an indeterminate period. The term “other than permanent employee” or “other than permanent worker” refers to employees or workers who are employed for a fixed term that ends when a specific time period expires, or on completion of a specific task or an event.

**Retention Rate:** Retention rate determines who returned to work after parental leave ended and were still employed 12 months later. It shall be calculated using the following formula:  $(\text{Total number of employees retained 12 months after returning to work following a period of parental leave} * 100) / (\text{Total number of employees returning from parental leave in the prior reporting period})$ .

**Key Management Positions:** KMP/Key Management Positions includes: (i) the Chief Executive Officer or the managing director or the manager; (ii) the company secretary; (iii) the whole-time director; (iv) the Chief Financial Officer; and (v) such other officer as may be prescribed.

## ABOUT THE CGG PLATFORM

Close the Gender Gap (CGG) Platform is a go-to hub on women's representation that looks to drive commitments & action towards gender parity in the workforce. Levers include supporting gender-disaggregated data, narrative-building, creating champions & platforms, and industry & policy engagement.

Contact [info@udaiti.org](mailto:info@udaiti.org) if you would like to partner with us and join the movement!

Scan the QR code  
to know more

